4.0 OPERATIONAL AND TECHNICAL INTEGRATION

We base our successful cross-Government agency integration strategy on our proven track record of achieving cross-organization business results at DLA and TSA, extensive experience of the former Government executives on our team, and our leadership position in the practical application of innovative integration technologies that result in reduced integrated risk and on-time delivery.

Integrated System of Systems End Vision Strategy. As shown in Figure 4-1, our integration strategy ties together business processes, technology, resources, and information across internal DHS and external (Federal, State, Local, International, and other stakeholders) departments and agencies. Our integration strategy creates:

![Mission Areas](image)

**Mission Areas**

- INS
- Customs
- State Department
- TSA
- Intelligence Agencies
- Other Law Enforcement

**US-VISIT System of Systems**

- Pre-Entry (DOS, ICE, CIS, DOL, Federal Enfnt., Intelligence Agencies)
- Entry (CBP, ICE)
- Status Management (CBP, ICE, CIS, Federal Enfnt.)
- Exit (CBP, ICE)
- Analysis (CBP, ICE, Fed Enfnt., Intelligence Agencies)

Our integration strategy results in reduced risk and on-time delivery:

- Proven track record of achieving cross-organization business results on mission-critical projects at DLA and TSA
- With over 300 years of collective Government experience at INS and Customs, we bring an understanding of culture, people, process and technologies
- Proven track record of successfully working with a large number of contractors - Integration Technologies Leadership -

Our integration approach also considers the impact of other ongoing system of system initiatives on US-VISIT. For example,
Our incremental release strategy also and comply with the DHS Enterprise Architecture Planning project.

**4.1 Strategy for Integrating Business Operations and Technical Solutions**

While the US-VISIT program office defines overall program governance, we recommend...
To promote a successful US-VISIT End Vision, we propose

This approach builds on existing infrastructure and established models. It keeps key policy people focused and engaged, while allowing subject matter experts at all levels to inform and be informed on policy decisions and actions.

Existing Presidential Decision Directives already established an appropriate infrastructure within the Executive Office of the President (EOP), i.e., the HSC and the Advisor to the President for Homeland Security. The Advisor and the Council staff rely on interagency PCCs to frame policy issues for decision and guidance. The HSC in the EOP already has an established PCC to address and monitor border security issues. We recommend

Figure 4.3.

Existing governance structures such as this are being successfully used for transition management for ICE, CBP, and CIS and the deployment and ongoing management of the Interagency Border Inspection System (IBIS).

**Alliance Experience.** We have great breadth and depth of experience to assist the Government in the establishment and ongoing business operations of these working groups. These recommendations

**Configuration Management**

**Technical Interoperability Strategy.**

Our System of Systems integration strategy does not disrupt systems that are in operation today or various stages of
development. Our approach leverages the available systems and data architecture, including tools employed in building that architecture, to provide required US-VISIT data services. As shown in the Figure 4-4, various integration services are provided through our

We employ

From an overall DHS data architecture perspective, today’s legacy systems have both data redundancy and inconsistency challenges stemming from not having one integrated data source for traveler reference information such as traveler name and contact information, and different frequencies at which the traveler information gets updated in these systems.

Figure 4-4. Our integration strategy

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4.2 Potential Integration Roadblocks and Mitigation Approaches

Figure 4-5 discusses our understanding of key potential integration roadblocks along with our experience and mitigation approaches.

4.3 Working with Existing Legacy Systems Contractors

Our inclusive teaming approach reduces risk by fostering communications among all the involved parties including legacy systems contractors while maintaining focus on shared priorities. We bring a broad range of alliances and partnering relationships to the US-VISIT program. Gartner Group ranks Accenture #1 in leveraging partnerships and alliances.

We use: 

- Teamed successfully with 20 subcontractors including Lockheed Martin at DLA and with CSC and Northrop at USPS
- Our teaming approach fosters communication and maintains focus on shared priorities

<table>
<thead>
<tr>
<th>Potential Integration Roadblocks</th>
<th>Alliance Experience/Mitigation Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>US-VISIT prime contractor not familiar with the complexities of working across the specific departments and agencies involved in the program</td>
<td>■ Teamed successfully with 20 subcontractors including Lockheed Martin at DLA and with CSC and Northrop at USPS</td>
</tr>
<tr>
<td>Hard to achieve business outcomes in a newly merged organization involving large numbers of resources</td>
<td>■ Our teaming approach fosters communication and maintains focus on shared priorities</td>
</tr>
<tr>
<td>Aging legacy systems are difficult to integrate</td>
<td></td>
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<tr>
<td>Numerous legacy system owners and contractors prevent meeting program delivery objectives</td>
<td></td>
</tr>
<tr>
<td>Technology is changing too rapidly to accurately plan for the right combination of integration tools and approaches</td>
<td></td>
</tr>
<tr>
<td>Sharing information across agencies may conflict with privacy laws/policies</td>
<td></td>
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</tbody>
</table>

Figure 4-5. We base our integration strategies on our proven track record of

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Source Selection Information – (See FAR 3.104)
Our inclusive teaming approach reduces risk and cost by fostering communications and maintaining focus on shared priorities.

We have a proven teaming methodology and considerable experience with large programs involving a large number of legacy systems and contractors. At DLA, we delivered on 99.97% of our performance-based contracts while supervising over 20 subcontractors including Accenture.

Our Experience Summary. Our team has extensive Government experience at agencies such as DLA and TSA that is highly relevant to the cross-department, cross-agency nature of US-VISIT. Eric Stange, who successfully managed the DLA/BSM program, is our proposed US-VISIT Program Manager. In addition, Accenture holds a seat on the board of the Web Services Interoperability (WS-I) Organization and have sponsored numerous web services standards initiatives. We also pioneered early adoption of Enterprise Application Integration (EAI) technology and hold an equity stake in SeeBeyond, a major EAI tool vendor. Accenture Technology Labs has been highly recognized for innovation by the Gartner Group.